



# City of Grand Terrace 2030 Vision and 2014-2020 Strategic Plan

Prepared by Flint Strategies, Half Moon Bay, CA

## Our Mission

*To preserve and protect our community and its exceptional quality of life through thoughtful planning, within the constraints of fiscally responsible government.*

## Our Vision

*Grand Terrace is an exceptionally safe and well managed City, known for its natural beauty and recreational opportunities; a vibrant and diverse local economy; a place where residents enjoy an outstanding quality of life that fosters pride and an engaged community, encouraging families to come and remain for generations.*

## Our Core Values

*Open and Inclusive Government*

*Honesty and Integrity*

*Mutual Respect*

*Exceptional Customer Service*

*Innovation and Creativity*

*Positive and Productive Work Environment*

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## Executive Summary

This document will serve as the City of Grand Terrace's 2014-2020 Strategic Plan, the first significant component of its 2030 Vision. Its purpose is to help the City prioritize its efforts, allocating both fiscal and human resources to achieve a shared Vision and Goals. The Plan is the result of a comprehensive review by Flint Strategies of the City's current operations and finances; interviews with staff members and contractors; and, discussions with City Councilmembers. The results of that analysis were presented for discussion by Council and staff at a two-day Study Session that was held April 11th and 12th, 2014.

The study session resulted in the identification of the City's Mission, Vision, Core Values and the following Goals:

**1. Ensure Our Fiscal Viability**

*Commit to a Balanced Budget*

*Identify Additional Revenue Sources*

*Review Expenditures and Seek Savings*

*Explore Creative Means to Provide Services*

*Ensure Appropriate Cost Recovery for Services*



**2. Maintain Public Safety**

*Ensure Staff Levels for Police Services Remain Adequate for Our Community*

*Invest in Critical Improvements to Infrastructure*



**3. Promote Economic Development**

*Develop Proactive Economic Development Plan to Attract New Businesses*

*Invest in Infrastructure Needed to Support Business Attraction and Retention*

*Prepare for Development by Updating Zoning and Development Codes including the Sign Code*



4. **Develop and Implement Successful Partnerships**

*Work Collaboratively with Community Groups, Private and Public Sector Agencies to Facilitate the Delivery of Services Benefitting Youth, Seniors & Our Community*  
*Work with Local, Regional and State Agencies to Secure Funding for Programs and Projects*

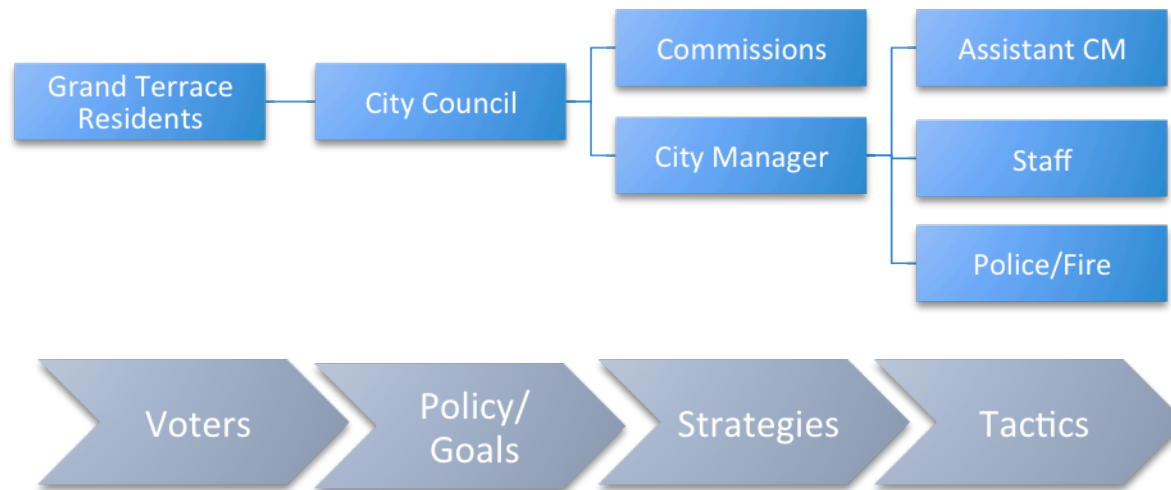


5. **Engage in Proactive Communication**

*Develop and Implement a Cost Effective Proactive Communication Program*  
*Utilize Technology and Web-Based Tools to Disseminate Information*  
*Engage the Community by Participation*



The role of the City Council was to establish these goals based on community input and fiscal viability. The role of the City Manager is to develop Strategies to achieve those goals. City staff, under the direction of the City Manager, will develop specific tactics to implement the plan.



The plan also includes a Governance section, which reflects the City Council's commitment to complete transparency in conducting the City's business and ensures a timely, thoughtful response to community requests and inquiries.

## Development of the Plan

### Research

A substantial amount of research was conducted by Flint Strategies as part of this process. This research included a thorough review of the following:

- The City's 2013-2014 Annual Budget
- The City's 2013-2014 Capital Improvement Plan
- The City's 2013 Economic Development Report
- Review of City Council Meetings (Agendas, Minutes and Broadcasts)
- Review of News Articles, Blogs, Prior Election Results and Other Materials
- Demographic Data
- Economic Trends (Local and Regional)
- Jobs/Housing Balance

### Staff Interviews

Staff is a critical component of the implementation of a successful Strategic Plan. Individuals representing all departments and all levels of staff were engaged in a series of small group interviews and asked to identify the City's strengths and weaknesses:

Ken Henderson – Interim City Manager  
 Amina Alldrege - Senior Accounting Technician  
 Mike Cruz – Maintenance Crew Leader, Public Works  
 Steve Elam – Project Manager, Finance Department  
 Cynthia Fortune - Finance Director  
 Kris Harapan – Human Resources & Risk Management Technician  
 Lt. Donny Mahoney – Sheriff's Department

Council Member Sylvia Robles  
 Councilmember Jackie Mitchell

Sandra Molina – Interim Community Development Director  
 Ruben Montano – Maintenance Specialist, Public Works  
 Barrie Owens – Senior Code Enforcement Officer  
 Cathy Varela - Director of Child Care  
 Matt Wirz – Management Analyst  
 Emily Wong – Interim Assistant City Manager

Council Member Darcy McNaboe  
 Mayor Walt Stanckiewicz

## Council Study Session

The Grand Terrace City Council and staff attended a two-day Study Session to discuss the current state of the City's strengths, weaknesses, opportunities and threats. The purpose of the session was to identify areas of concern and appropriate priorities for the City moving forward. Discussion revolved around the following topics:

- What should the City's main services include now and in the future?
- How can the City address best address its fiscal challenges?
- What types of development does Grand Terrace need to remain viable?
- How can the City retain critical staff and create a productive and positive work environment for employees and contractors?

Members of the public were also given an opportunity to comment at both sessions.

## Strengths, Weakness, Opportunities and Threats (SWOT Analysis)

Strengths	Weaknesses
<p>Low Crime Rate</p> <p>Economic Development Experts</p> <p>Strong Employee Commitment/Flexibility</p> <p>Well-Planned Community/Community</p> <p>Current Financial Management</p> <p>Council Willingness to Work Together and Be Engaged</p> <p>Child Care Services/Quality Services</p> <p>Solid Staff With Expertise in Key Areas (Finance, Economic Development)</p> <p>Good City Manager</p> <p>Contract Staff With Experience</p>	<p>Lack of Revenues</p> <p>Lack of Training/Cross Training/ Clear Policy/Procedures Guide For Staff</p> <p>No Clear Vision</p> <p>Staff Turnover / Attrition /Loss Of Institutional Memory</p> <p>Staff Insecurity</p> <p>Lack of Public Understanding re: City Form and Functions</p> <p>Lack of Infrastructure (Roads/Storm Drains) Needed for Development</p> <p>Lack of Access to Current Technology (IT)</p> <p>Inconsistent Code Enforcement</p> <p>Lack Of Balance Between Desired Service Levels, Human And Fiscal Resources</p>
<p>Economic Development – New and Existing Commercial Land</p> <p>Untapped Staff Knowledge and Strengths</p> <p>Access To Interns/Grants/Opportunities For Supplemental Staff</p> <p>Opportunity to Make the Public More Knowledgeable and Actively Engaged</p> <p>Tapping into Volunteerism/Interns in the Community</p> <p>Ability to Reboot, Retool and Reimagine – Embrace Change</p> <p>Opportunities for Increased Efficiencies Through Outsourcing</p> <p>Opportunity to Develop and Implement Our Vision!</p> <p>Private-Public Partnerships – Local, Regional And State</p> <p>Healthy Communities - Benefits</p> <p>More Public Interaction by City Council</p>	<p>Insolvency/ Uncertain Revenue Stream</p> <p>RDA Dissolution - Department Of Finance Approval/Rejection of Plan</p> <p>Potential Threats to Our General Liability Coverage/ Threat Of Legal Action</p> <p>Miscommunication and/or Lack Of Accurate Information (Internal/External)</p> <p>Citizen-Council Stand Off</p> <p>Temporary Nature Of Senior Staff</p> <p>Threat Of Total Loss Of Institutional Memory</p> <p>Vocal Minority Opposition To Development</p> <p>Lack Of Emergency Response Capabilities</p> <p>Lack/Loss Of Staff To Address/Skills To Address Key Issues</p> <p>Perception of “Anti-Business” Climate</p>
Opportunities	Threats



## Benchmarks

Over the next five years, staff will include progress reports on the implementation of the Plan citing specific examples of fulfillment. This may include:

- Reducing dependence on reserve funds;
- Decrease in crime/response time for emergency services;
- New businesses, progress in the Downtown area;
- Development of new programs and/or amenities managed by private agencies via partnerships with the City; and
- Demonstrated improvement in communications with the public.

It is recommended that the City Council review the 2014-2020 Strategic Plan bi-annually to gauge progress towards achieving its goals.

## Governance

Open, effective governance is required to implement this Plan. The City Council has agreed to a policy of governance that includes the following:

- This Plan is based on a long-term commitment by the City Council and Staff to focus on implementation. The role of the Mayor will be ceremonial, presiding over City Council meetings, representing the City at community events and serving as the main spokesperson for the City during his or her term.
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- Council requests for research or other staff work must be directed to the City Manager, or the City Attorney regarding legal matters or the City Clerk regarding matters within the Clerk's authority.
  - If more than one hour of staff time will be required to complete the task/project, the item will be agendized to ask the City Council if time should be spent on preparing a report on the proposed item.
  - Staff responses prepared to Council inquiries shall be distributed to all City Councilmembers.
  - A Councilmember shall not direct staff to initiate any action, change a course of action, or prepare any report.
  - When preparing for Council meetings, Councilmembers should direct questions ahead of time to the City Manager so staff can provide the desired information at the Council meeting.
  - Any concerns by a member of the City Council regarding the behavior or work of a City employee should be directed to the City Manager privately to ensure the concern is resolved. Councilmembers shall not reprimand employees directly nor should they communicate their concerns to anyone other than the City Manager.
  - The Council values the opinions and input from the community and welcomes public discourse. To ensure accurate information and/or resolution to all inquiries, Council will not respond to public comments and/or requests on non-agendized items. Each matter will be addressed individually either via staff to the individual or group or via Council at a future Council meeting as an agendized item. This is to allow both Council and staff to gather all relevant information and provide a thoughtful response to requests and comments.
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## Conclusion

The 2014-2020 Strategic Plan does not include **all** of the Goals, and suggested programs, projects and initiatives suggested by the public, staff or Council over the course of its development. The Goals included represent the highest priorities for the community and Council. Should other sources of revenue be identified, the City may revisit this Plan and adapt it as needed. For now, by limiting the City's efforts to these key areas, Grand Terrace will be better positioned to achieving its long-term vision and maintaining its fiscal viability.